

49 FW STRATEGIC PLAN

2010



FOREWORD

Team Holloman

The mission of the United States Air Force is to Fly, Fight and Win in Air, Space and Cyberspace. The 49 FW will support this mission by providing combat ready Airmen, mission ready MQ-1 and MQ-9 crews, F-22s, and BEAR assets to Combatant Commanders around the world, anywhere, anytime. We are “One Team...Combat Ready!” In order to meet our mission, we will focus on four key areas: Readiness, Developing and Caring for Airmen and their Families, Infrastructure and Engagement.

Readiness is Job #1; simply put, it is the reason we are here. We will train like we will fight and that includes maintaining our combat ready status as well as practicing our wartime missions through realistic exercises. “Being ready” encompasses many different mission sets and skills but it all comes down to being fully trained and capable to respond when called.

We must develop and care for Airmen and their families; none of our team members can be fully ready if they are concerned about their families and their quality of life. There are many ways to accomplish this piece of the mission but we must do it right because our people remain our most valuable asset.

Our base and its infrastructure are a weapon system; everything from buildings, work space, airspace, ranges, roads and networks must be maintained and improved upon as necessary. Without the proper upkeep, these weapons systems will deteriorate and ultimately could cause mission failure.

Finally, engagement is a force-multiplier. By partnering with the local community, other federal entities and our congressional leadership we can better execute our mission and take care of our Airmen and their families. Our relationship with the people of the Tularosa Basin must include civic leaders, military leaders, and local communities, in order to inform, educate and build relationships that foster success for all.

We are the Fightin’ 49r’s. Our mission in 2010 will be complex and diverse, but together, as One Team, Combat Ready, we will succeed.

JEFFREY L. HARRIGIAN
Colonel, USAF
Commander

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*49th Fighter Wing
Strategic Plan*

Vision

One Team...Combat Ready!

Mission

Fly, Fight, and Win...Provide Combat Ready Airmen, Mission Ready
MQ-1 & MQ-9 Crews, F-22's and BEAR Forces to Combatant
CC's...Anywhere...Anytime

Focus Areas

Readiness

Develop and Care for Airmen and Their Families

Infrastructure

Engagement

49th Fighter Wing Focus Areas

Readiness

PERFORMANCE MEASUREMENTS

- Ensure 100% of our Airmen are current in training for deployment to include:
 - o AT Level 1, LOAC, SABC, CBRNE, IA
- Exceed PIMR rate of 92.5%
- Achieve 88% average PT score
- Achieve 95% PT testing currency
- Ensure Airmen are 95% current in SARC and suicide prevention training
- Posture Airmen for 0 extensions in CDC upgrade training in 24 months
- Posture Airmen for <2% CDC failures
- Ensure 95% of all tasked equipment is ready
- Meet full AEF aircraft tasking requirements
- Plan and execute 1 exercise per quarter: 3 Phase I and 1 Phase II in 2010
- Publish Base X plan by May 2010

Develop and Care for Airmen and their Families

- Nominate and win one ACC-level award per functional area in 2010
- Hold one professional development event per quarter such as Warrior Calls, Flight Commander Course, etc
- Improve professional development through Officer/Enlisted engagement (49'r Program)
- "Pin 'em where you win 'em" – 100% of all decorations awarded before member's PCS
- Contact spouses of all deployed members at least once to ensure support/communication
- OPR/EPR/Civ Appraisals meet AF timeliness guidelines of 90%
- Increase educational opportunities by utilizing 100% of Tuition Assistance funding
- Measure Holloman customer service operations through ICE program (add Finance, housing, Med Group, Pass and ID, etc)

Infrastructure

- Assess infrastructure and advocate needs to ACC/AF for funding
- Fully participate in new mission studies and analysis to ensure accurate consideration given to infrastructure concerns
- Fully explore alternative housing options for Airmen and Families
- Ensure future sustainment of real estate by repairing Bong/New Mexico and 1st Street
- Continue to capitalize on Demolition/Environmental opportunities to include finalization of 49 FW Club options
- Assess/upgrade Quality of Life facilities to reflect current customer needs/wants and population demographics
- Improve communications infrastructure to achieve 98% server reliability

Engagement

- Increase engagement opportunities with local community by hosting one Honorary Commander event per quarter
- Ensure Airmen receive information on local opportunities through a weekly bulletin
- Increase visibility of Airmen downtown by sponsoring one volunteer event per quarter (sponsored by Top 3, ALS, CGOC, Middle 2, HOSC, etc)
- Attend/host one TRIAD event per month
- Expose local communities to HAFB Airmen/mission at least once per quarter

49th FIGHTER WING ~ GROUP MISSIONS

49th Operations Group

MISSION: Fly, Fight, Win

- Produce combat-ready MQ-1 and MQ-9 aircrew on time using highly realistic training and credible instruction
- Deploy forward for OCO (Intel, RAPCON, ATC, mission planners priority)
- Train and equip combat ready F-22 pilots/intel for air superiority tasking
- Support local GAF, test, joint training

FOCUS AREAS

READINESS:

- Crews graduate on time, above the bar; *transition to 100% MQ-9 operation* (6RS, 29 ATKS)
- 100% CMR to meet tasking (acft x 1.5); BMC to augment (acft x .5), 65% experienced; increase T-38 program to fly 80% of red air requirement (7 FS, 8 FS)
- Fulfill 100% airfield requests, 75% training airspace request, transition C2 capes to BC3-like system (Link 16 Jun 2010), build/man deployable MPC NLT Sep 2010 (OSS)
- 100% support for registrar actions, build/develop MQ-9 syllabi NLT Jun 2010, upgrade sims to MQ-9 full capes (16 TRS)

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES:

- Students get to the front of every line
- Build Flight CC/NCO Supervisor Courses NLT Sep 2010
- Sponsor 1xAirmen Talks, 1xflying competition per year
- Accomplish 1xdorm upgrade per qtr
- 0 missed award suspenses
- 100% PFT currency, 88% average score, zero poor scores

INFRASTRUCTURE:

- Upgrade MQ sims to full MQ-9 capability (L&R included)
- F-22 sims on track (2012)
- Beddown BC3 and ATC/FAA capability by Jan 2011

ENGAGEMENT:

- 1xAFROTC/USAFA/Secondary school outreach per sqn per qtr

49th Maintenance Group

MISSION

- Generate and sustain aircraft in a safe, compliant, and disciplined manner to produce combat-ready aircrews and successfully execute HHQ taskings

FOCUS AREAS

READINESS: Successfully execute monthly contract sortie goals

- Meet ACC Abort Rate standards, Repeat/Recur standards, and Flying Scheduling effectiveness standards
- Demonstrate operational capability with AEF deployment
- Operate independently from Creech in terms of RSOs and PPSLs

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES: Build a qualified and experienced maintenance workforce

- Surpass CDC completion rates
- Meet ACC upgrade training goals
- Reduce CAF MCL course backlogs

INFRASTRUCTURE: Transition from mission beddown to combat-ready status and provide infrastructure support to the point-of-maintenance site

- On-time delivery of aircraft
- Facilities are completed in order to meet FOC timelines--accelerate facilities or delay FOC.
- Achieve 90% possession of Table-of-Allowance authorized equipment
- Provide communication connectivity for IMIS in the Hangar
- Provide hot meals near the West-side flight line

ENGAGEMENT: Support wing internal and external outreach initiatives

- Conduct one Allied and one Honorary Commander social MXG function per year
- Maximize quarterly static displays for 80% of all internal/external base tours/requests

49th Mission Support Group

MISSION

- Provide military minded professionals trained and equipped for the full spectrum of warfare at home and abroad

FOCUS AREAS

READINESS

- Continue to maintain an AOR discrepancy rate below the ACC average
- Achieve Raptor Town IOC 60 days before Phase II
- Achieve 100% AFIMS compliance by Jun 2010
- Revamp/create functional area plans by Dec 2010 (review transformation/market changes)
- Continue to exceed ACC goals for MICAP NMCS rates, fuel distribution, on-time delivery rates, vehicle maintenance, and accountability of classified/controlled parts/shipments
- Balance ECS Consolidated Planning Schedules (CPS) w/CAF CPS to meet Global Force Mgt Req; Provide time/guidance to train AFSC/Readiness tasks at expense of base services
- Maximize use of experts (SAVs, civil authorities, other gov't agencies) to review current operations and help plan for the inspections, surges and crisis operations

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

- Conduct a monthly warrior brief at Wing Staff Meeting
- Hold monthly key spouse meetings with Sq/CC, 1st Sgt and Unit Booster Club
- Assess/upgrade QOL facilities/activities to reflect current/future customer needs/wants and changing demographics; then advocate through ACC senior leadership visits for support
- Maximize PME opportunities w/AEF dwell time for 100% on-time attendance/graduation
- Proactively develop a specialized re-integration program for combat airman--early PTSD diagnosis, prevention, care

INFRASTRUCTURE

- Ensure sustainment of Holloman's physical infrastructure by advocating to ACC FY10 funding of no less than 90% of the 49 FW's Integrated Priority Listings
- Enable Knowledge Team Holloman; Team & Technology together w/reduced resources
- Exploit SharePoint and collaborative tools built upon a redundant, sustainable and effective C4I infrastructure; Flatten the organization and accelerate the quality of decisions by moving from a single threaded analog to a multi-functional "digital" approach
- Publish 4 of 11 49 FW Facility Campaign Plans NLT 1 Sep 2010
- Transition from defensive/reactive integrated base defense posture to offensive, threat based, insurgent capability by Sep 2010; Upgrade ECPs to include vehicle denial capability, establish the Emergency Control Center and implement offensive technology capabilities (ex: license plate recognition)
- Proactively establish/administer a robust set of IDIQ like contracts to meet known/emerging mission requirements and monitor contractor performance for best value

ENGAGEMENT

- Develop FY11/12 MILCON Insert Plan NLT 1 Mar 10
- Integrate into local/state/federal criminal/terror intelligence networks; continue to grow the Law and Order committee
- Refine partnership with AAFES & DECA for at least two annual combined events
- Coordinate Small Business Outreach event w/ local community (1 event in 2010 no later than June 2010)
- Closeout our Contingency Response Force support to NASA Shuttle missions and prepare for future NASA requirements at the White Sands Space Harbor
- Explore alternative housing, retail, and entertainment options with local civic, banking and business leaders

49th Medical Group

MISSION

- Optimize FW readiness, develop our Airmen and Staff, and enhance access to quality care

FOCUS AREAS

READINESS

- Less than 2% deployment medical discrepancies
- Interview 90% positive PDHRA responses within 30 days
- 100% Currency for PT testing
- Conduct one community EM exercise annually

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

- 95% on-time completion of upgrade training
- Quarterly prioritize 100% of eligible Airmen and staff to attend a professional enhancement course (APEC, NCOPEC, OPD, etc)
- Conduct UCA to address morale throughout the MDG

ENGAGEMENT

- Utilize external resources to maintain skill set of at least 3 staff members per quarter

ENHANCE ACCESS TO QUALITY CARE:

- Meet 80% of primary care demand for appointments
- Implement three preventive healthcare efforts per year to decrease demand (education, communication, etc)
- Align empanelment acuity with provider skill set semi-annually

49th Materiel Maintenance Group

MISSION

- Deploy, employ, sustain, maintain, and redeploy BEAR assets

FOCUS AREAS

READINESS

- Complete BEAR Order of Battle (BOB) Conversion
- Align FORCE GSU under MMSS
- Beddown MRAP Mission
- Establish MMG QA

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

- Implement BEAR University & incorporate BEAR 101 for newcomers
- Manning
- Enforce AFIs, Policies, Procedures (process discipline)
- Clarify Roles/Responsibilities (MMG, WSO, HHQ...)

INFRASTRUCTURE

- Align Appropriate Supply Functions to Global Logistics Support Center (GLSC)
- Establish Inventory Accountability
- Encourage Process Improvement
- Exploit Technology: IMDS, RFID, UID

ENGAGEMENT

- Develop MMG as BEAR Center of Excellence (COE)
- Foster greater understanding of MMG mission among FW units

PERFORMANCE MEASUREMENTS:

- 0 deployment discrepancies reported from AOR
- 0 upgrade training end-of-course failures
- 90% of personnel meet/exceed PT standard
- 85% WRM vehicles MC & 80% forklifts MC
- 90% inventory accuracy rate
- 90% surveillance/SAV discrepancies closed w/in 30 days
- 95% Recurring Work Program completion rate

44th Fighter Group

MISSION

- Recruit, train, develop and retain combat-ready Citizen Airmen to support the 49th Fighter Wing mission

FOCUS AREA

READINESS

- Interview 100% of all new-hires for 44 FG/CC-identified critical positions
- Recruit & hire quality Airmen, exceeding I-Plan expectations of 87/year
- Aggressively fill 44 FG full-time positions (ART/AGR) with 120 days max vacancy
- Focus hiring of TR positions w/Airmen who are potential high participators
- 80%, minimum, 44 FG volunteerism for all 49 FW TSP/AEF deployments
- Meet/exceed CSAF-directed I-Plan parameters NLT EOY 2010

DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

- Cooperate w/49 FW supervisors to identify high potential airmen separating from active duty and encourage them to transition to the ARC here or elsewhere
- Train/equip 44 FG Airmen so, when IOC (15-20 % of Ops/MX mission), they are at least 60% of the trained 7-Levels within their functionally integrated areas
- Train and equip 44 FG pilots so, when IOC, at least 75% of 44 FG pilots are Flt Ld, 50% are IP and 25% are EP
- Effectively train 44 FG Airmen so when required by 49 FW, are essentially “plug-n-play”
- Ensure 44 FG Airmen, who volunteer to commute, work and deploy on days off from a civilian occupation, want to be a part of the 49 FW mission, along w/employers and families

INFRASTRUCTURE

- Maximize RPA & MPA manday order so TRs can contribute to 49 FW mission as much as possible, minimizing and/or eliminating RegAF perception of an ARC “B-Team”
- Emphasize all areas which reduce & dilute the effectiveness of TFI -- 100% uniform wear, compliance/enforcement of AFIs, policies, etc, so 44 FG Airmen are examples and mentors

ENGAGEMENT

- Coordinate recruiting efforts w/local line & in-service recruiters, media and civic leaders
- Promote seamless communication of CSAF-directed TFI mission, support to 49 FW
- Replace ARC Strategic Reserve mindset among 44 FG w/Operational Reserve perspective

49 FW TARGETS and OBJECTIVES

COMBAT READY AIRMEN

- <20 wing-generated discrepancies per quarter
- F-22 CMR ratio equal to operational requirement
- 0 DUIs
- 99% PFT current, Wing avg >88%
- PIMR rate \geq 85%

COMBAT READY RPA PILOTS AND SENSOR OPERATORS

- 0 late graduations

COMBAT READY F-22s

- Meet the contracted sortie requirement

COMBAT READY BEAR ASSETS

- 90% inventory accuracy rate
- 95% RWP completion rate